

# Big Goal Setting Examples:

## Closing the Gap in Youth Employment & Growing the Middle Class by 25% by 2025



The process of setting “big goals” may vary, depending upon a) the domain where the collective impact approach will be deployed, b) the type of “big goal” being set, and c) the data available, among other factors. Below is a generalized line-up of **7 steps** that may be applied to set “big goals.” The steps are applied to two sample analyses, customized to the original five target areas of the Equity & Advocacy Collective (EAC).

### Closing the Gap in Youth Employment

#### Step 1: Identify Disparities & Gaps

For a collective impact initiative that focuses on closing gaps, the first step in establishing a “big goal” is to identify the size of the gap(s).

UMA identified employment gaps between target area youth and youth elsewhere in Miami-Dade County, quantifying three gaps - in labor force participation, employment and unemployment.

NOS. & %S OF YOUTH	Target Area	County-wide	County-TA Gap	NOS. OF YOUTH	Target Area	County-wide
Youth 16 to 24	38,395	275,255		All Youth	38,395	275,255
Labor force participation	50.1%	47.7%	+2.4%	In Labor Force	19,247	131,331
Unemployment	27.7%	17.6%	<b>+10.1%</b>	Unemployed	5,333	23,153
Employment rate*	36.2%	39.2%	-3.0%	Employed	13,914	107,979

SOURCE: U.S. Census ACS, Sex by Age by Employment, 2015 5-Year Estimates \*As a percentage of all youth

#### Step 2: Measure What it Takes to Close the Gap

Per the bold blue figure in the table above, the unemployment rate is 10.1 points higher for young people in the target areas, compared with their peers elsewhere in the county.

In order to close the gap, collective impact partners will need to a) reduce the target area youth unemployment rate by 10 points (rounded);

and b) increase youth employment by 2,000 by the end of the year 2020.

TO CLOSE THE GAP....	▲ Needed
▲ Unemployment rate	-10%
▲ Employed young workers	<b>+2,000</b>

▲ = Change

⚠ Please note that the gap is even larger for **black versus white youth** in Miami-Dade County. Due

to the limits of Census data, UMA used data for youth of all ethnicities/races in the target area.

### Step 3: Map a Trajectory of Change

Using the gap-closing volume above (an increase of 2,000 employed youth) partners would need to increase youth employment program services by roughly the growth rates in column 3 below.

Column 4 shows UMA's estimates for the number of young people who need to be supported in youth employment programs in order to achieve targeted employment growth. Service would need to increase by 550 in 2018; and by over 1,000 yearly in 2019 and 2020.

	(1) No. of Youth Employed	(2) % of Youth Employed	(3) ▲ over prior (youth)	(4) Engaged in programs (youth)
<b>NOW</b>	<b>13,914</b>	<b>36%</b>		
2018	14,414	38%	550	<b>550</b>
2019	15,064	39%	700	<b>1,063</b>
2020	15,914	41%	750	<b>1,400</b>

### Step 4: Test Feasibility of Pace of Change

There may be several ways to test the feasibility of the change in scope. Here are examples.

This first test gauges "how big a leap" will be needed during the start-up year of the effort. Based upon a fictional average of youth served in employment programs across the target area (350), the first year entails a 43% growth rate.

#### TEST 1: START-UP MAGNITUDE OF CHANGE

3-Year Avg of Youth Served*	350
Forecast for 2018 Youth Served	550
Growth Ratio	1.57

High-Level Line Item	2018	2019	2020	Totals
Programming	\$ 825,000	\$ 1,487,500	\$1,960,000	\$ 4,272,500
Online job matching platform	\$ 12,000	\$ 4,000	\$ 4,000	\$ 20,000
Marketing & outreach	\$ 10,000	\$ 10,000	\$ 10,000	\$ 30,000
Skill building	\$ 60,000	\$ 100,000	\$ 150,000	\$ 310,000
Collective impact coordination	\$ 120,000	\$ 180,000	\$ 210,000	\$ 510,000
<b>TOTALS:</b>	<b>\$1,027,000</b>	<b>\$ 1,781,500</b>	<b>\$ 2,334,000</b>	<b>\$ 5,142,500</b>

This second test looks at the annual growth rates in the volume of service needed (roughly) to achieve the growth target.

#### TEST 2: ANNUAL GROWTH RATES\*

	YrlyAvg	2018	2019	2020
Growth Rates	10%	57%	93%	32%

\*In Service Volume

### Step 5: Estimate Investment Needed

Once your team has envisioned a scope of actions needed to achieve targeted outcomes, proceed to budgeting the scope. Below is a back-of-envelope estimate of the cost of a three-year push to close the target area gap in youth employment; it is calculated based upon the service volumes above.

### Step 6: Test Feasibility of Investment

This step involves relationship explorations by collective impact partners. Cross-reference your knowledge of the funding landscape. Consult professionals, if needed. And meet with local investors to benefit from their feedback.

It helps to identify successful change models in similar communities across America, both as a tool to share the vision with stakeholders and to learn about their funding sources and strategies.

### Step 7: Rework Forecasts to "Rock Solid"

You may need to rework your forecasts if any of the above metrics are judged to be infeasible or illogical. Your goal may be overly aggressive or too timid. It may be also be duplicative of other work – existing or emerging - in the target area. Even when all metrics are tweaked to appropriate levels, it may be necessary for you to retool your big goal or one or more of its sub-parts.

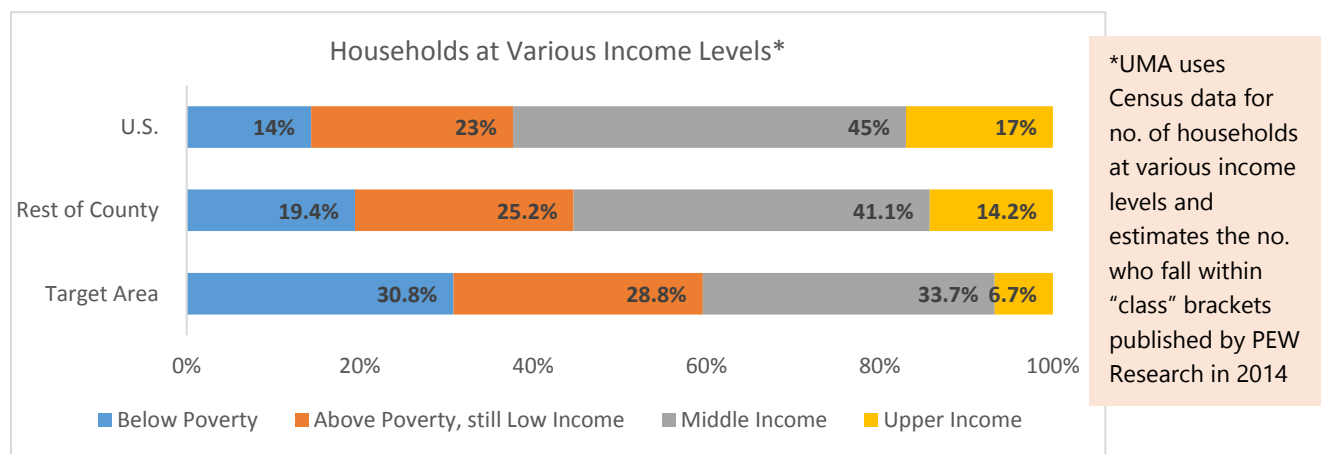
# Growing the Middle Class, Speeding Economic Mobility

UMA applied the same **7 steps** to explore a second potential “big goal” for the EAC. Following analysis of the gap in the target area, UMA judges it feasible to potentially grow the middle class in the target area by 25% by the year 2025. This will depend on the will of EAC leaders, and the ability to influence funders to enhance existing service models.

## Step 1: Identify Disparities & Gaps

For this analysis, UMA identified the gap in the size of the middle class in the target area, relative to the rest of Miami-Dade County.

The gap in the share of households that are middle income in the target area (34%) versus the rest of Miami-Dade County (41%) is 7.4 points, According to the most recent Census data.



## Step 2: Measure What it Takes to Close the Gap

UMA quantified what it will take to close the gap for the target area; a 7.4 point increase in the share of families earning at middle class level equates to a rough average of 900 families per year growing to middle income status.

### Middle Class Households

	Target Area	Comp**	Gap Close ▲
Share of households	33.7%	41.1%	+7.4%
No. of households	<b>32,839</b>	<b>40,067</b>	<b>+7,228</b>

\*2015 5-yr ▲ = Change

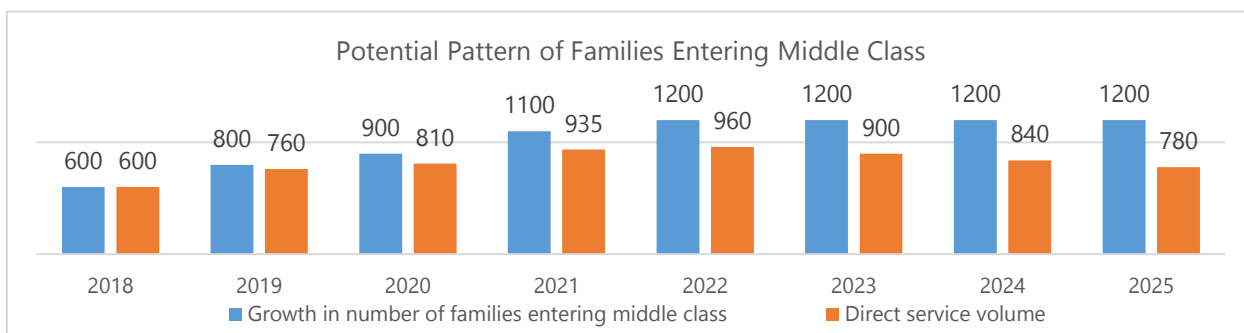
UMA The above analysis lent itself to a rounded goal of growing the target area’s middle class by 25% by the year 2025; henceforth, the following sections use figures that are tied to this (see next table).

### To Reach 25% Middle Class Growth

	Target Area	Comp**	Gap Close ▲
Share of households	33.7%	42.1%	8.4%
No. of households	<b>32,839</b>	<b>41,049</b>	<b>+8,210</b>

## Step 3: Map a Trajectory of Change

UMA forecasted one possible growth scenario for the number of families who would need to raise their income to middle class level, in order to achieve the 2025 target. UMA also forecasted the number of families would need to be helped to reach that status, over the same time horizon. Using the gap-closing volume above – of raising approximately 8,210 families to middle income levels – collective impact partners would need to grow service volumes by approximately the levels shown in the graph below.

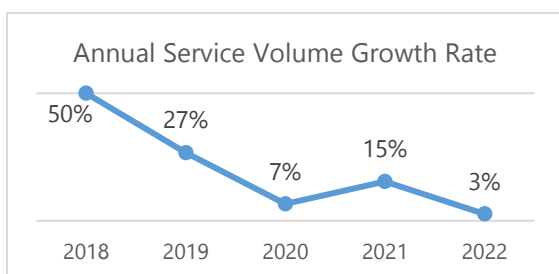


#### Step 4: Test Feasibility of Pace

There may be several ways to test the feasibility of the change in scope. Here are examples.

A first test is to gauge “how big a leap” will be needed during the start-up year of the effort. Based on a fictional yearly average of families served via employment-bridging programs in the target area (400), the first year of this conceptual eight-year effort entails a 50% growth rate in service volume in its first year, to 600 families.

A second test looks at annual growth rates in the service volume needed to achieve the eight-year target. The first two years involve the biggest leaps in service; annual growth rates are modest thereafter (and negative in 2023 onward).



From 2011 to 2015, the target area middle class shrank. If there are programs there to help grow family incomes, they are either a) overpowered by low-income population growth canceling out their successes OR b) not succeeding.

#### Areas of study needed:

- Are there programs serving the target area to help families grow their income?
- How many families do they serve annually?
- What is their success rate in helping families to grow their income?

- What is the average income gain for families?
- How many entered the middle class as a result?

UMA will attempt to answer these questions.

#### Step 5: Estimate Investment Needed

Once your team has envisioned a scope of actions or interventions needed to achieve forecasted outputs and outcomes, proceed to budgeting the scope. UMA did not attempt to forecast costs for this “big goal setting exercise.” This is because we are not able to estimate the average cost per family until we better understand the service model(s) that will be deployed to reach the goal, if this goal will be embraced by the EAC.

#### Step 6: Test Feasibility of Investment

This step involves relationship explorations by collective impact partners. Cross-reference your knowledge of the funding landscape. Consult professionals, if needed. And meet with local investors to benefit from their feedback.

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#### Step 7: Rework Forecasts to “Rock Solid”

You may need to rework your forecasts if any of the above metrics are judged to be infeasible or illogical. Your goal may be overly aggressive or too timid. It may be also be duplicative of other work – existing or emerging - in the target area. Even when all metrics are tweaked to appropriate levels, it may be necessary for you to retool your big goal or one or more of its sub-parts.